

THE CALFED BAY-DELTA SOLUTION-FINDING PROCESS

August 1995

The CALFED Bay-Delta Program which began work in spring 1995, directs a three-year process to achieve agreement on long-term solutions in the Bay-Delta system. The following summary reviews the three-phased plan for the CALFED Bay-Delta Program, describes the principles being applied to the CALFED Bay-Delta Program process, and details the Phase 1 portion of the process which will continue through March 1996. The Program Financial strategy and the Public Involvement Program are also summarized.

Process Phases

The CALFED Bay-Delta Program will carry out a three-phased process to achieve broad agreement on comprehensive solutions for the San Francisco Bay-Delta system. The three phases are:

Phase 1: Identification of the Appropriate Range of Solution Alternatives. During Phase 1, the Program will begin with an effort to clearly define the fundamental problems in the Bay-Delta system. The Program will then define the mission, goals and objectives to be addressed, define a range of potential actions to accomplish the objectives, and develop a range of solution alternatives. Phase 1 will be substantially complete in March 1996 with publication of a progress report on alternatives development. This report will form the basis for selection of a short list of alternatives (discrete sets of actions) to be considered in Phase 2. A Final Alternatives Report identifying the short list of alternatives will be completed in May 1996. Initial environmental scoping for Phase 2 will be done in late 1995 with publication of a Notice of Intent to proceed with environmental review.

Phase 2: Tier 1 EIR/EIS. To comply with the California Environmental Quality Act and the National Environmental Policy Act, the Program will prepare a program level, or first-tier, Environmental Impact Report and Environmental Impact Statement to identify impacts associated with the various alternatives. After a preferred alternative is selected, that set of solution actions will move into the third phase of the process--site specific environmental review.

Phase 3: Tier 2 Environmental Documentation. The Program will prepare specific, or second-tier, environmental documents for all specific actions which comprise the selected alternative. This phase may entail the development of multiple environmental documents necessary to implement a multi-objective solution strategy.

Process Principles

The eventual success of this effort to develop a lasting solution for the Bay-Delta system will depend on the full and equal involvement of all interested parties in a collaborative process. The Program must produce a broadly-accepted set of solutions which can be implemented. In order to achieve this goal, the CALFED Bay-Delta Program staff identified a set of principles to guide the solution-finding process.

The process must be open and innovative.

Developing a workable, long-term solution for the Bay-Delta system requires both the involvement and support of all stakeholders. Both open dialogue and open minds are key to the success of this effort. Because this effort aims to combine and coordinate the many different interests and perspectives on the Bay-Delta, a broad vision with new thinking will be needed. Creativity and innovation are necessary to develop a long-term, integrated solution.

The process must build upon past work.

Previous planning efforts such as the San Francisco Estuary Project and the Bay Delta Oversight Council have done significant work in defining the problems in the Bay-Delta system. The CALFED process must use this earlier work and recast it in the context of new conditions (such as the Central Valley Project Improvement Act) to develop a lasting solution. Much existing information is available and to the extent possible, that information should be the basis for a coordinated solution.

The process must develop actions and alternatives that address the fundamental problems in the Bay-Delta System.

Many different groups and interests have identified both problems and solutions for the Bay-Delta system. Generally, these ideas tend to reflect each group's individual perspectives. While each perspective may have merit, a multi-objective, long-term solution must be based on the major problems that affect the Bay-Delta system as a whole. Solving a particular problem for a single interest in isolation is not likely to lead to an overall improvement for the Bay-Delta system. Developing a Bay-Delta solution that addresses fundamental problems of the Bay-Delta system in a comprehensive manner is essential.

The process must measure the performance of alternatives against the problems and objectives that are most important to the vitality of the Bay-Delta system.

The quality of an alternative must be measured by the ability of that alternative to solve problems and meet objectives, not by whether it includes particular actions or satisfies a specific interest. Using the critical problems in the Bay-Delta system as benchmarks for measuring effectiveness will ensure that the alternatives provide the comprehensive solution that will achieve lasting success.

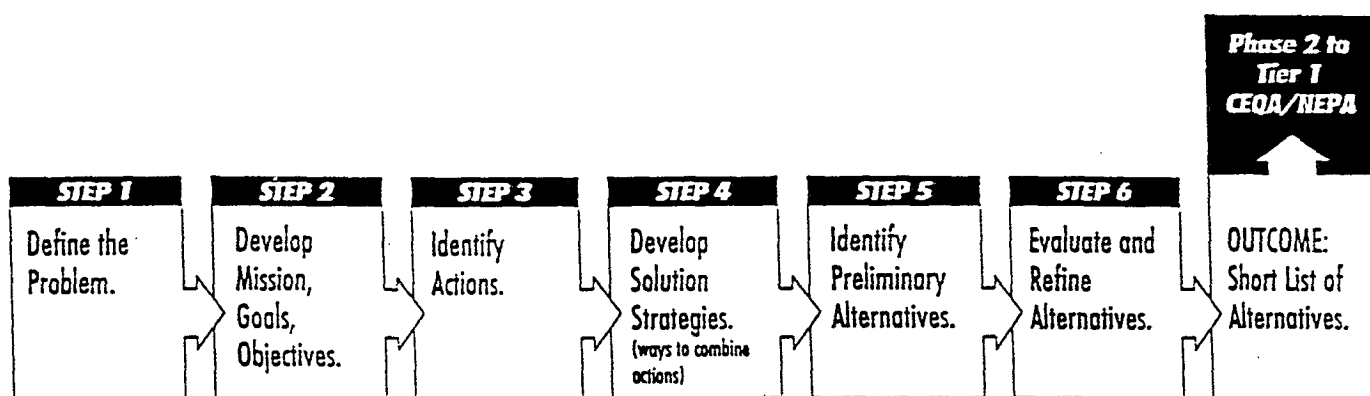
Both the process and the resultant solutions should be of manageable scope.

Developing a set of solution alternatives by spring 1996 is an ambitious schedule. The process must support the involvement and collaboration necessary to reach a widely accepted solution, while continuing to move forward. While actions taken toward finding a long-term, coordinated solution for the Bay-Delta system may be unprecedented, the solutions developed through the process must focus on a manageable set of problems. A landmark cooperative solution that cannot be implemented is not a solution.

Phase 1 Process

A **Plan of Action** recently produced by the CALFED Bay-Delta Program for Phase 1 of the program describes in some depth the proposed actions and the process contemplated through May 1996. The proposed process has been designed to identify a suite of alternative sets of actions which will improve the Bay-Delta system. The process allows for equal involvement among all stakeholders and interest groups, supports open communication and innovative thinking, and fosters consensus and cooperation. It aims to incorporate much of the existing information we already have about the system and also incorporate various stakeholder perspectives. The alternatives which will be the products for Phase 1 will combine different actions to provide integrated solutions reflecting a variety of concerns and ideas and which ultimately ensure the health and productivity of the Bay-Delta system.

At the heart of the process of Phase 1 is an iterative development cycle. Each step of Phase 1 will be based on input from the staff and management of the CALFED agencies, input from a public workshop, input from the Bay-Delta Advisory Council meetings, involvement of many interest groups, and public outreach. The process for Phase 1 is divided into the following steps:



Step 1: Defining the Problem

The first step of the solution-finding process is defining the problem, mission, and objectives for the four main Bay-Delta issue areas:

Ecosystem Quality
Water Quality
Water Supply
System Vulnerability

The products developed in this step will help to guide the later development of actions to address the problems. The process begins with tasks designed to develop general public and stakeholder agreement on the definitions of the problems facing the Bay-Delta system through a series of workshops and interim work products. Workshop 1 (August 3) focused on problem definition.

Step 2: Preliminary Objectives, Mission, Scope

At Workshop 2 (September 14) the problems will be refined and mission and objectives discussed. The end result will be a set of performance measures based on the basic values of the interested parties and general public.

Step 3: Identifying Potential Actions

The process proceeds with the identification of specific actions (restorations, policies, operational changes, structures) which could become part of the solution strategies to achieve improvements in the Bay-Delta system. Hundreds of specific actions have already been identified through previous Bay-Delta investigations. These actions, and newly identified actions, will be grouped together and organized in ways which will facilitate the remaining steps in Phase I.

Step 4: Crafting Solution Strategies

Coherent strategies for achieving the program's objectives will be developed from the mission, problems and objectives to serve as a guide in assembling discrete actions into comprehensive alternatives.

Step 5: Developing Alternatives

Bundles of action categories corresponding to the various solution strategies will be assembled to form preliminary alternatives. These preliminary alternatives will be drafted to fulfill performance measures established as part of the mission and objectives setting process. Each preliminary alternative will be evaluated against the performance measures. Recognizing that only a rough qualitative evaluation is needed at this point, the impact analysis will be based on existing information, public input, and expert judgement.

Step 6: Refining Alternatives

Based on the results of analysis, alternatives will be improved and retested against performance measures. A short list of preliminary alternatives will be selected for further consideration in

subsequent environmental documentation of the CALFED Bay-Delta Program. The short list of alternatives will include a no-action alternative and a range of alternatives to be carried into Phase 2.

Public Outreach During Phase 1

The CALFED Bay-Delta Program is committed to implementing this planning process with the active participation and genuine involvement of all Bay-Delta stakeholders. (See attached schedule). Only through meaningful involvement can we develop alternatives that are responsive to stakeholder concerns. Meetings of the Bay Delta Advisory Council and monthly public workshops are key elements of the Phase 1 solution-finding process. These regularly scheduled events are designed as working sessions that bring together the many different stakeholders to review in detail the problems of the Bay-Delta, and to assist in the development of a set of solution alternatives that will undergo subsequent detailed analysis. As the process unfolds, each agreement will build on previous agreements, culminating in a short list of alternatives with broad support and acceptance.

The workshops will provide an opportunity for the various groups to hear different perspectives and explore comprehensive solutions, encouraging and supporting the broad collaborative process that is critical to the success of this effort.

Public meetings are also scheduled throughout the fall to explain the program and to receive input, concerns and ideas.

The Financial Strategy

The CALFED solution-finding process will likely result in a number of distinct short- and long-term activities with capital requirements, as well as ongoing operations and maintenance costs. Although the specific short-term activities are likely to be identified in sufficient detail to enable accurate funding estimates, the exact nature and costs of the longer term activities will not be known at the time of development of the financial plan. Despite this fact, the financial architecture must anticipate such future needs and provide the mechanisms for future funding as an integral part of the structure.

A draft financial strategy will be developed to cover the range of potential capital and annual costs as well as potential funding sources and cost-sharing agreements. The financial feasibility analysis will be conducted initially on the preliminary set of alternatives and refined as the set of alternatives is refined.

Where we are headed: Outline of Phase 2 and Phase 3 of the CALFED Bay-Delta Program.

Phase 2

A program EIS/EIR will be completed focusing on broad policy and resource allocation decisions that are required to implement the program. Due to the general nature of this type of an EIS/EIR, the process will be more conceptual than a project specific environmental document. Similarly, the document will have a more general discussion of impacts, alternatives and mitigation measures. The primary purpose of this document will be to inform decision-makers about the environmental dimensions, particularly the interrelated and cumulative consequences, of the alternatives. The document will lead to the selection of a comprehensive and balanced plan which addresses all of the resource problems identified as concerns of the Program.

Phase 3

The objective of this Phase will be to provide environmental information on specific actions of the comprehensive and balanced plan in order to make informed decisions about the alternative courses of action for meeting each specific project purpose. The documents in this Phase will include a series of project-specific environmental documents ranging from categorical exemptions/exclusions, to negative declarations/environmental assessments to environmental impact reports/environmental impact statements.



**CALFED
BAY-DELTA
PROGRAM**

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CALFED Bay-Delta Program
Public Involvement Calendar
1995

Month	Date	Event	Location	Contact
August	3	1st CALFED Workshop	Red Lion Hotel 2001 Point West Wy, Sacto. 9 a.m. - 5 p.m.	Dick Daniel
	16	BDAC Meeting	Capitol Plaza Holiday Inn 300 J Street, Sacto. 10 a.m. - 4 p.m.	Sharon Gross
September	14	2nd CALFED Workshop	Hilton Hotel 2200 Harvard, Sacto. 9 a.m. - 5 p.m.	Dick Daniel Rick Soehren
	26	Public Meeting	Stockton Inn 4219 Waterloo Road, Stockton 7 p.m. - 9 p.m.	Judy Kelly
October	12	3rd CALFED Workshop	Location pending Sacramento 9 a.m. - 5 p.m.	Dick Daniel Rick Soehren
	18	BDAC Meeting	Location pending San Francisco 10 a.m. - 4 p.m.	Sharon Gross
	25	Public Meeting	Metro Center Building 101 8th Street, Oakland 7 p.m. - 9 p.m.	Judy Kelly
November	9	4th CALFED Workshop	Beverly Garland Hotel 1780 Tribute, Sacto. 9 a.m. - 5 p.m.	Rick Soehren Victor Pacheco
	28	Public Meeting	Location Pending Southern California 7 p.m. - 9 p.m.	Judy Kelly
December	6	BDAC Meeting	Beverly Garland Hotel 1780 Tribute, Sacto. 10 a.m. - 4 p.m.	Sharon Gross
	12	5th CALFED Workshop	Beverly Garland Hotel 1780 Tribute, Sacto. 9 a.m. - 5 p.m.	Rick Soehren Victor Pacheco
	19	Public Meeting	Red Lion Inn 1830 Hilltop Drive Redding 7 p.m. - 9 p.m.	Judy Kelly

Current as of August 3, 1995

Please Note: Changes may occur to this schedule. Confirm time/date/place by calling the CALFED Bay-Delta Program Hotline at (916) 654-9924.